Organizational Migration

Fairfax County Department of Public Works and Environmental Services

What does Organizational Migration mean?

- Suggests orderly change over time rather than immediately
- Began in 1999 to implement creation of DPWES in 1998
- More than a reorganization—it's a reinvention of the Department

DPWES: Initial Assessment

- Technically competent workforce
- Generally acceptable levels of performance
- Three very different organizational cultures
- Reliance on structured, top-down direction
- Rules driven guidance for staff
- Relatively little interagency collaboration
- Little incentive for innovation or initiative

Vision of DPWES Organizational Migration

an adaptable organization that: 1) focuses on the six basic business areas; 2) builds on strengths by developing management potential of Division Directors functioning in business teams; 3) emphasizes creative problem solving within a policy driven system; and, 4) fosters collaborative, customer-oriented behavior among all departmental employees.

DPWES Business Areas

- Stormwater Management
- Wastewater Management
- Solid Waste Management
- Capital Facilities
- Facilities Management
- Land Development Services

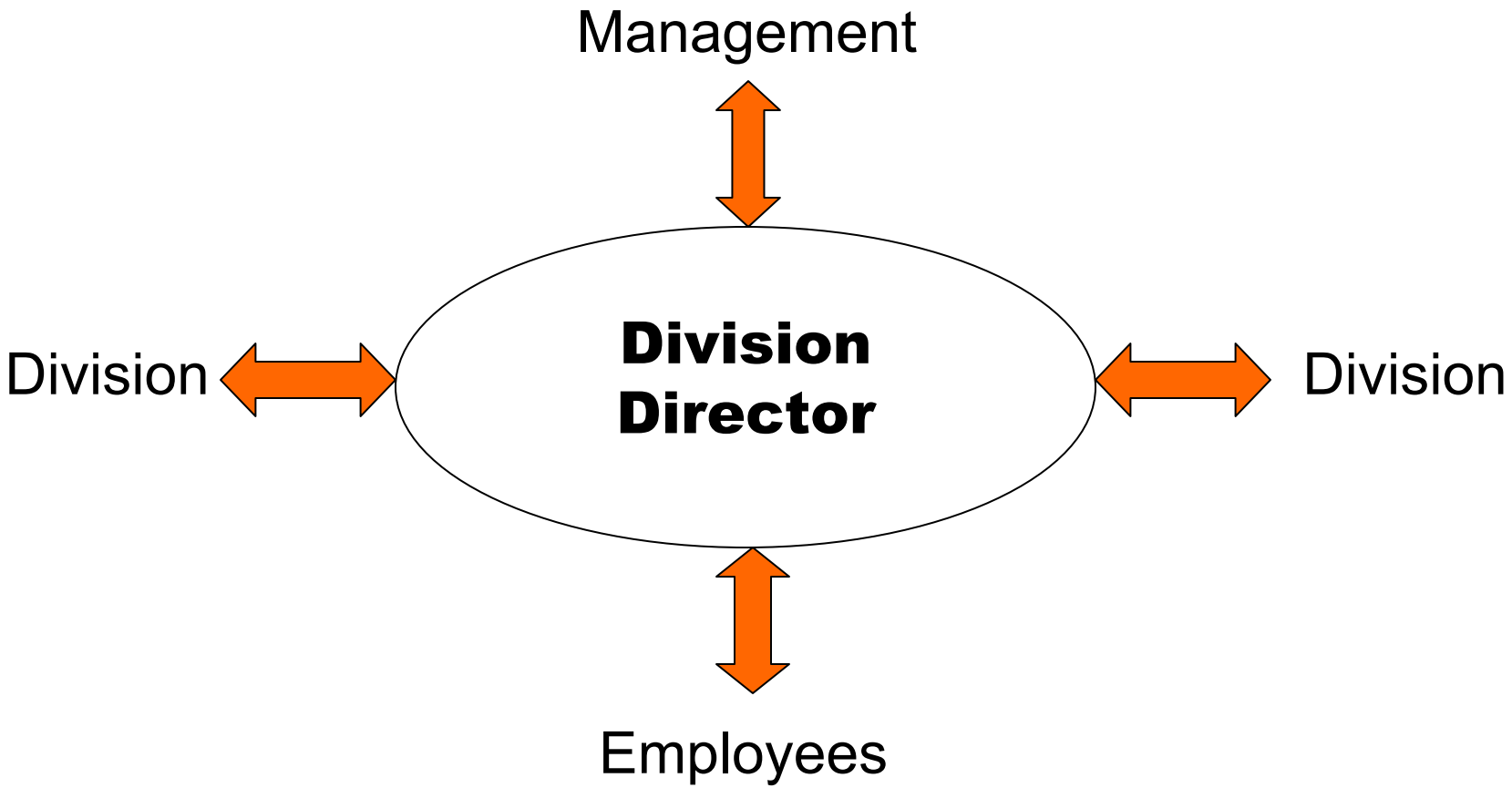
Organizational Migration Features

- organizes around major business areas
- moves toward team management
- multi-phase migration with discreet steps
- progresses ***as opportunities are available***
- allows detailed planning for each step
- develops employees to handle broader responsibilities
- flattens hierarchical structure
- reduces management layers

Who's Responsible for What?

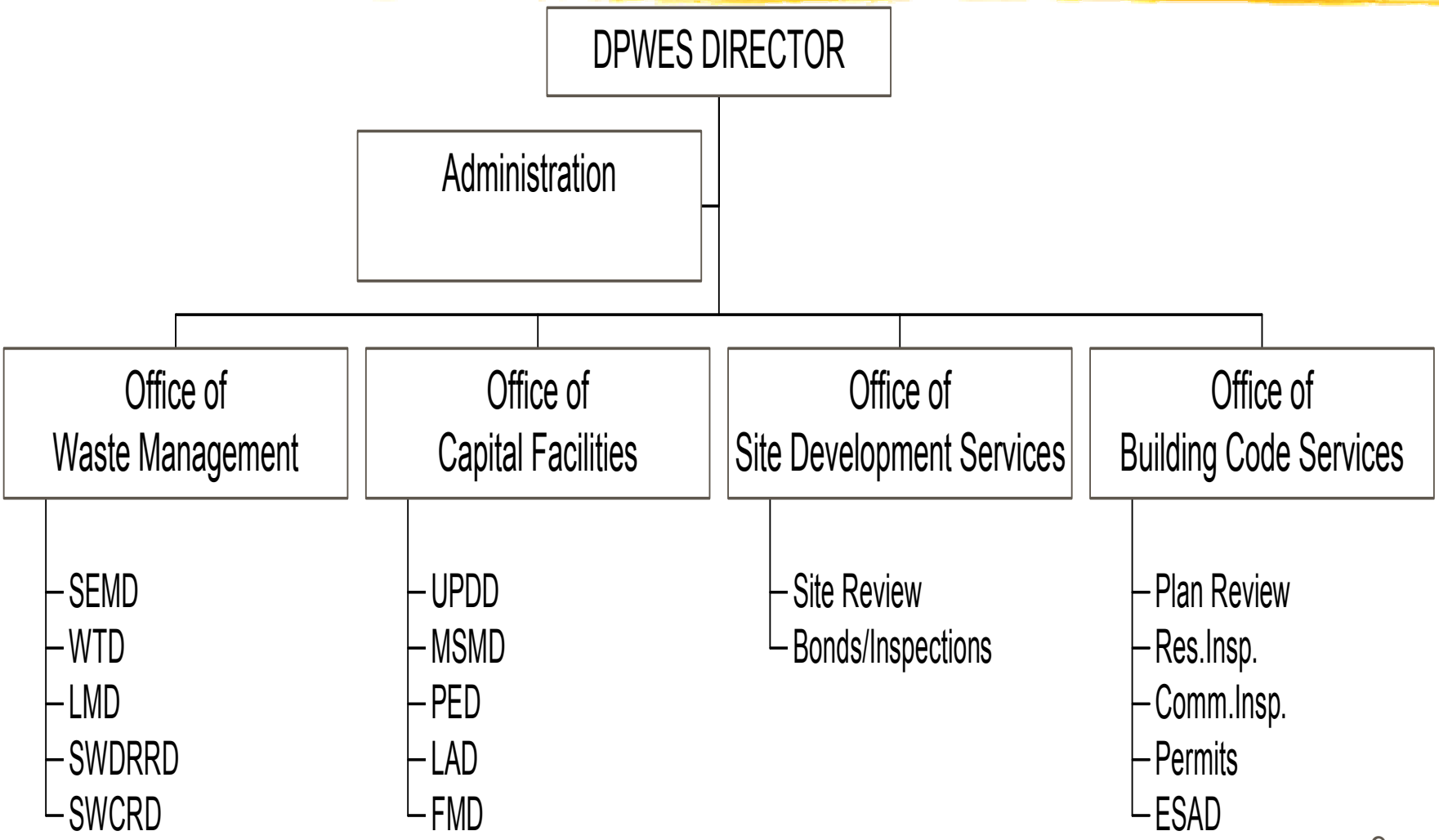
Shared responsibility *in all directions* with clearly identified lead responsibility

Shared Responsibility *in All Directions*



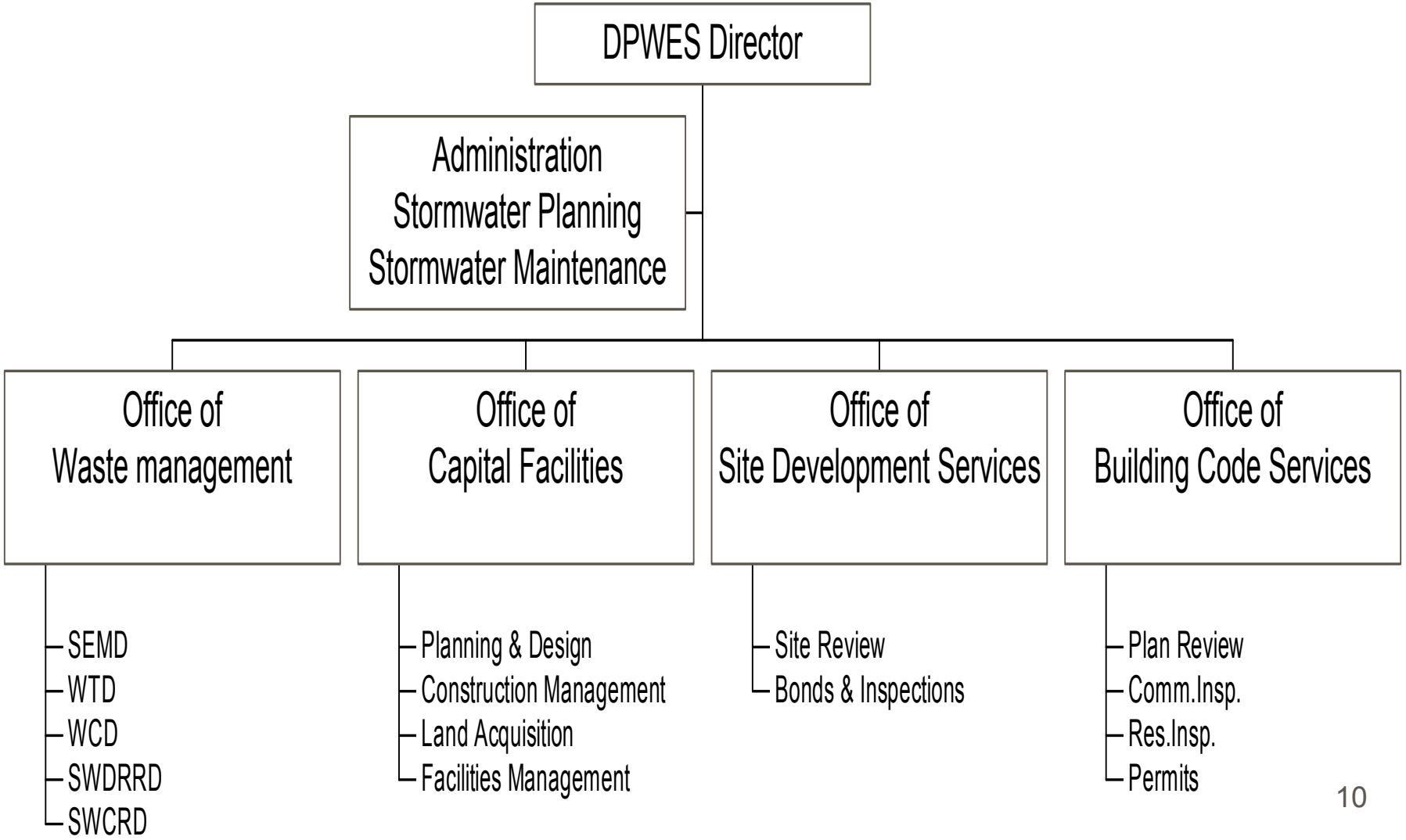
Initial Structure

July 1, 1998

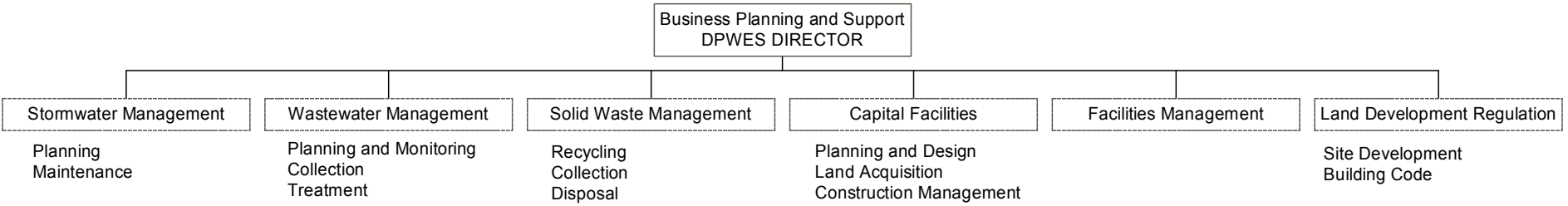


Interim Structure

July 1, 1999



Illustrative Result



Parallel Teams for Many Purposes

- Operations Teams: to coordinate within or among business areas (i.e., wastewater)
- Functional Teams: to obtain consistent action on cross-cutting issues (i.e., human resources, information systems, finance)
- Task Teams: to develop specific initiatives (i.e., reconfiguring office space allocation)
- Leadership Teams: to chart the course

DPWES Organizational Migration: Benefits

- minimizes disruption during transition
- fosters collaboration among organizational units
- develops employee potential in a planned migration implementing each step
- fosters acceptance of responsibility
- fosters delegation
- encourages process redesign and sharing of resources by cohesive management teams
- reduces management costs

DPWES Migration: Next Steps

- Ongoing revision of internal work processes
- Address business alignment, management structure concepts, and technical development issues (see following slides)
- Foster cross-cutting "communities of interest"
- Significantly enhance/emphasize training
- "Customer Delight" initiatives
- Follow up on issues identified in employee surveys—remove impediments
- Eliminate Office Director role
- Improve PFP system with individualized performance elements

Business Alignment Issues

- Is current business structure appropriate?
- Are business teams functioning optimally?
- Should there be changes in composition of business teams?
- Should there be transfers of programs among business areas?
- Are there partnerships to be accomplished within or among business areas?

Management Structure Issues

- What is the appropriate number of levels of supervision for each business?
- Does the number of levels vary with function?
- What is the appropriate span of control of supervisors? What factors influence?
- Should organizations have deputies? Under what circumstances?
- Is the treatment of comparable positions among businesses equitable? How should we remedy inequities?

Technical Development Issues

- When should a position be classified as an engineer? Should there be variance among businesses?
- Should persons without engineering training be classified as engineers? Should the answer vary among businesses?
- Should all engineers be registered as P.E.?
- Should engineers rotate assignments periodically? Voluntary? Required?